



Highlights:

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- * *Transfer of Authority maintains "Armyness"*
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- * *BAMC pediatric ward ribbon-cutting*
- * *New METC dining facility opens at Ft. Sam*
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Headquarters IMCOM moves to San Antonio

by IMCOM Public Affairs -

The U.S. Army Installation Management Command Headquarters officially transferred from Arlington, Va., to San Antonio during the public uncasing of its unit colors Tuesday at its temporary location.

The relocating of IMCOM to San Antonio includes the transfer or creation of 1,500 jobs to San Antonio's economy. The uncasing ceremony symbolically marks the command's permanent presence here and establishes San Antonio as the new base of operations for the Army's Installation Management community.

It also represents the final movement and relocation of the headquarters, which also includes the U.S. Army Environmental Command and the Family and Morale, Welfare and Recreation Command, both subordinate commands of IMCOM. The transfer of the headquarters was directed by the 2005 Base Realignment and Closure law.

"We're honored to be a part of this great city, its military spirit, its multiculturalism, and proud heritage," said Lt. Gen. Rick Lynch, commanding general of IMCOM. "I can't express how happy we are to be a part of Military City USA."

Lynch said he views this move as one way the Army can realize cost savings, enhance operational efficiency and reduce the duplication of

installation services. He said he believes the transfer is good for the Army, the country and San Antonio.

IMCOM's mission is to provide installation capabilities and services in support of Army operations, providing a high quality of life for Soldiers, their families and Army civilians. IMCOM oversees all facets of managing Army installations around the world, including maintenance of the roads, grounds, logistics, public works, security forces, emergency services and everything that makes Army installations self-contained towns. *(continued next page)*



Lt. Gen. Rick Lynch, commander of Installation Management Command, speaks during the Headquarters IMCOM Uncasing Ceremony in San Antonio, Texas, Oct. 5.



Dr. Joseph Westphal, Under Secretary of the Army, and Lt. Gen. Rick Lynch, commander of Installation Management Command, uncasing the colors of IMCOM during a ceremony in San Antonio, Texas, Oct. 5. (photo/Sarah Samoraj)

Headquarters IMCOM moves to San Antonio

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IMCOM temporarily occupies a leased building until completion of a new headquarters on Fort Sam Houston in July 2011. The contract to build the state-of-the-art headquarters building is about \$26 million.

"We join the city of San Antonio in celebrating this historic moment," said Lynch. "With this uncasing ceremony, we honor our own men and women who dedicate themselves to protecting America

and supporting installation capabilities and services to support the Army family in a time of persistent conflict.

Their commitment to serve our nation's military is a testament to their courage, their duty to country, and the strength of the nation."

Transfer of authority at Fort Sam confirms "Armyness"

by Steve Elliott, Fort Sam Houston Public Affairs - A transfer of authority ceremony at the Quadrangle Sept. 30 confirmed the "Armyness" of Fort Sam Houston would continue. The ceremony symbolized the transfer of the garrison's Army-specific functions to Army Support Activity manager Frank E. Blakely II.

"This ceremony marks the beginning of the numerous things we're going to have to sort out and work through as we make this into a partnership," Blakely said. "We are taking things apart, putting them together into neat piles and seeing how they can work together.

"The best solution was to empower the people who do the jobs every day and they would figure it out," he said. "Since April, I have validated an old Texas axiom: 'If you think you're a person of influence, try ordering someone else's dog around.' At least now as ASA manager, I can claim part of the dog."

"While our title is changing from U.S. Army Garrison to the 502nd Mission Support Group, we are still providing installation mission readiness and quality of life support to all the same folks," said Col. Mary E. Garr, 502nd MSG commander.

"It will just be within the construct of a partnership with Lackland and Randolph Air Force Bases.

"The intent of Congress with joint basing was that services at installations located near each other could be more efficient if they were one," Garr explained. "We are still providing those services and will become more efficient and cost-effective, while not degrading the quality of service."

"I have assured the community this is still Fort Sam Houston. It's not an Air Force Base and you're not going to see the Air Force symbol on the front gate," said Brig. Gen. Len Patrick, 502nd Air Base Wing commander. "You'll see 'Joint Base San Antonio' under 'Fort Sam Houston,' but the heritage and the legacy of the three installations has got to remain solvent. It's my vow that I'll do that."

"Over the past 134 years, a lot of historic events have happened in this Quadrangle. This is an historic change in the way our armed forces do business and take care of those under our responsibility," said Lt. Gen. Guy C. Swan III, commander, U.S. Army North and senior commander on Fort Sam Houston.

"The Air Force and Army are

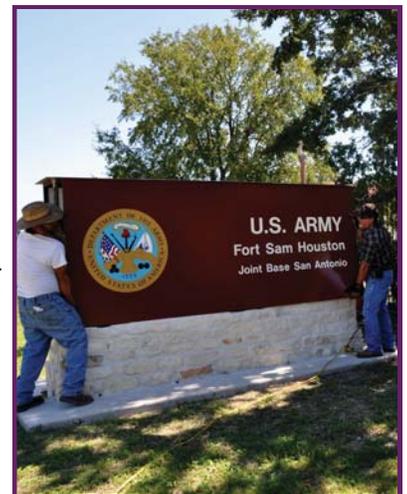
committed to maintaining the 'Armyness' of Fort Sam as we go forward."

Joint Base San Antonio is one of a dozen such operations around the country and will be the largest joint base in the nation. It will support 211 units around town, including Brooke Army Medical Center, the 59th Medical Wing at Lackland and the Air Education and Training Command at Randolph.

The ceremony also recognized Garr's contributions to U.S. Army Garrison Fort Sam Houston in completing its transformation into the 502nd MSG, which is aligned under the 502nd Air Base Wing. Lackland became the 802nd MSG and Randolph the 902nd MSG earlier this year.

"The installation support structure has changed, not the quality of life," Swan said. "You will see a lot of visible changes in the coming year, like new paint jobs on police cars and signs," Swan said.

"The most significant changes are going on behind the scene to deliver the kinds of municipal and base support services that we expect. The service you have come to rely on and be proud of at Fort Sam Houston is going to continue."



Jack Thatcher (left) and Rodney McDaniel install the new sign at the west gate entrance on Harry Wurzbach. The new signs, installed at the post entrances, were unveiled on Oct. 1 when Fort Sam Houston officially joined Joint Base San Antonio. "I have assured the community this is still Fort Sam Houston. It's not an Air Force Base and you're not going to see the Air Force symbol on the front gate," said Brig. Gen. Len Patrick, 502nd Air Base Wing commander.

Army employees officially become Air Force employees



Fort Sam Houston Public Affairs - Joint Base San Antonio became fully-operationally capable, or FOC Oct. 1, with ceremony Sept. 30 at the Quadrangle.

At FOC all real property at Fort Sam Houston transferred to the Air Force and more than 1,100 Army civilians formerly assigned to the Fort Sam Houston Garrison became Air Force civilians and part of the new 502nd Mission Support Group.

The Army also transferred in excess of \$300-million in budget to the Air Force. At JBSA all three installations are under one commander for installation support, however, each will maintain its name and heritage.

Appropriated funds employees of the Army became Air Force APF employees Oct. 10. Non-appropriated funds or NAF employees of the Army at Fort Sam Houston became Air Force NAF employees Oct. 1.

Town hall meetings and workshops have been conducted to inform employees of their changes in benefits. One-on-one briefings have also been conducted to assist employees with completing documentation.

"We are trying to lessen the impact to the employees, so we are looking at transitioning [for APF employees] on Oct. 10 which is a pay period beginning date," said Meg Reyes, director of Manpower, Personnel and Services for the 502nd ABW, during a Jan 28 town hall meeting hosted by Col. Mary Garr, 502 Mission Support Group commander.

"Your pay is not going to change. Your benefits are not going to change," Garr said. "Your duty location will not change unless you decide to take a job elsewhere. What will change is your employing agency."

Army employees transferred into the Air Force system "as-is." Most people will retain their current jobs; pay plan, series and grade; and benefits.

A person's supervisory chain, job title and/or duty location may change as the mission warrants. Certain changes include:

- Civilian Personnel Advisory Center becomes the Air Force Personnel Center.

- Pay dates change. Army civilians are paid on the second Thursday after a pay period begins; Air Force employees are paid the first Friday after a pay period begins.
- New Common Access Cards will be issued.

The Army currently uses a resume system. The Air Force uses "skills-coding" to identify job experience. Skills-coding is a career brief the Air Force Personnel Center staff generates for employees where codes represent duties performed.

"For Army employees who are interested in being considered for Air Force positions after they transition at FOC, we will make sure they are skill-coded if we have a resume," Reyes said.

Reyes emphasized that there will be no reductions in force and annual leave, sick leave and compensatory time

for travel will transfer. Credit time and regular compensatory time will be paid after transfer, Reyes said. Time off awards will not be paid or transferred.

Joint Base San Antonio is a 2005 Base Realignment and Closure mandate to consolidate installation support functions or "municipal services" at adjacent and nearby installations under one military service.

A total of 12 military locations and 26 bases are affected by joint basing within the Department of Defense. The Air Force is the lead service on six of the joint bases, including Joint Base San Antonio. The Army has lead on two and the Navy is the lead service on four joint bases. Joint Base San Antonio is the largest and most complex of the 12 locations.

Joint Base San Antonio comprises Lackland and Randolph Air Force bases and Fort Sam Houston. The commander of Joint Base San Antonio, U.S. Air Force Brig. Gen. Leonard A. Patrick, leads a workforce of more than 8,000 personnel and supports a joint base population of 80,000 people plus nearly 132,000 students annually at the three installations and manages an annual budget of \$700-million.

Additional FAQs can be found at <http://www.502abw.af.mil> or <http://www.samhouston.army.mil/pao/jointbase.aspx>.



Continuous improvement initiatives at Joint Base SA

by Brig. Gen Leonard "Len" Patrick, Commander, 502nd Air Base Wing - The mission of the 502nd Air Base Wing (ABW) at Fort Sam Houston is to provide excellent installation support services to the JBSA community. Innovation, pro-

cess improvement, and standardization of best practices will be key to performing these services effectively and efficiently.

The ABW recently teamed up with members of the Business Transformation Agency

(BTA) and OSD Lean Six Sigma Office to conduct several process improvement Rapid Improvement Events, which are described in the paragraphs on the next page.

Continuous improvement initiatives at Joint Base SA

Civil Engineering Investment Strategy

On October 1, 2010, the 502nd ABW will start receiving approximately \$700 million through FY15 to provide Civil Engineering services across JBSA. The JBSA processes for prioritizing requirements and allocating resources were “ad hoc” and could not produce an integrated investment strategy needed to wisely spend such a large amount of money in such a short time. The cross functional team developed short term and long term solutions to help create an investment strategy including creation of a single integrated priority listing, prioritization schemes, and a quarterly spend strategy.

Contracting Purchase Request (PR) Process

Due to systems incompatibility, Army customers cannot generate an acceptable automated PR for the JBSA contracting squadron within 24 hours. We formed a team to develop a simple, effective, standard process to quickly generate acceptable PRs and associated contract awards.

Working with systems analysts from BTA, the team devised a technical solution that would prevent having to use a manual method or having to use two different systems at the same time.

Cost and Performance Visibility Framework (CPVF) Process Improvements

We formed two teams to look at different aspects of the CPVF process. The first team was tasked to reengineer the way Subjective Performance Assessments were gathered from mission partners across the joint base. The second team investigated causes for inconsistent responses to COLS and developed solutions that would increase accuracy of reporting.

Time and Attendance

There is no common time and attendance system for all JBSA. The Air Force, Army, and Navy have different requirements for timekeeping, and they use varying degrees of automation. The goal of this team was to develop one user friendly time and attendance system for all customers. At this stage, the group has deter-

mined the requirements and the criteria for the new system. After FOC, they will start looking at demonstrations. *Human Resources and Manpower*

On October 1, 2010, there will be more than 300 vacant civilian positions. Considering challenges with classification, National Security Personnel System conversion, pending transfer of Army employees, and creation of new units, we formed a cross functional team to develop solutions to reduce the amount of time to fill those vacancies. The 502nd ABW recognizes that innovation and improvement are keys to a better future for JBSA. Continuous Process Improvement tools, such as Air Force Smart Operations for 21st Century and Lean Six Sigma, are proving to be invaluable as JBSA gets underway. For more information on any of the process improvement processes listed above, contact Martin Brennan (martin.brennan@jbtx.mil) or BTA (wr@bta.mil).



JBSA project streamlines joint operations

by Andrew Smith, Business Transformation Agency -

Joint Base San Antonio (JBSA) is the latest in a series of joint basing initiatives across the country. As directed by the Base Realignment and Closure (BRAC) commission, the initiative will merge Lackland and Randolph Air Force Bases with Army Fort Sam Houston. With the Air Force in the lead, JBSA will facilitate multiservice missions, reduce waste, save money, free up resources and modernize equipment and infrastructure at each of the three bases.

Streamlining business op-

erations to form a single enterprise is critical to enabling the new joint structure as the bases merge. Each of the bases impacted by JBSA previously operated with disparate processes and approaches to business functions. Air Force Brig. Gen. Leonard A. “Len” Patrick, the project lead, realized early on the importance of optimizing JBSA’s business processes as part of the transition. He invited experts from the Business Transformation Agency (BTA) and Lean Six Sigma (LSS) Program Office to participate in the initiative. Patrick’s guidance was to exam-

ine the joint base enterprise as a whole in identifying and solving issues to benefit both the JBSA effort and future joint base initiatives.

“The JBSA team is fortunate to have a leader with the strategic vision of Brigadier General Patrick,” said.

Cmdr. Malcolm Andrews, member of BTA’s Warfighter Requirements (WR) Directorate and the JBSA team.

“He identified the congruent objectives of the joint base initiative and the BTA.”

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JBSA project streamlines joint operations

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Personnel from each BTA directorate with WR in the lead joined the team to help implement an End-to-End (E2E) business process approach. The E2E business flows are processes that span core business missions – implementing these flows enables the move away from a function-centered, stovepiped approach to one that looks at Department of Defense (DoD) business functions across the enterprise. The team has identified two key E2E processes required to successfully transition to JBSA: Hire to Retire (H2R), the time and attendance process and Procure to Pay (P2P), the contracting process.

The H2R process is a fundamental first step to the transition – regardless of service, personnel need to be paid. With approximately 1200 Army civilians converting to the Air Force, and without a common time and attendance system, an immediate challenge has been meeting requirements for a smooth transition. Near-term actions consist of creating a database structure in the Defense Civilian Pay System to accept joint base employees and to train personnel on the Air Force payroll process. In the long term, the team is working to identify the requirements to ensure that a common solution can be implemented.

Contracting is also critical

to ensuring the mission continues throughout the transition. Army units are not currently able to generate acceptable automated purchase requests to the JBSA contracting squadron within the 24-hour timeframe necessary to avoid potential delays in providing mission-critical contracts. As a near-term solution, the team is optimizing programs that already exist to minimize user impact and ensure accurate tracking and reporting of financial information. In the long-term, the team is exploring a solution using a Standard Procurement System (SPS) adaptor to communicate with both the Air Force and Army's web-enabled systems to enable tracking, reporting and visibility of financial data for both services. The SPS has a suite of software products for use by contracting offices across the services and defense agencies and can support both the Air Force's Automated Business Services System that interfaces with Air Force contracting systems and the Army's General Fund Enterprise Business System that standardizes and shares data across the Army.

As BTA has worked to implement E2E business flows, the LSS team has been tackling other joint process challenges for JBSA. "The Air Force and Army each have their own separate processes," said Jesse Johnson, Deputy Director for LSS. "But they do

not necessarily have a joint process to do business nor is there a system in place to assess the need against funding."

The LSS team was asked to help ensure that an effective and efficient process is in place to evaluate base infrastructure condition. The first step, Johnson said, was to determine the requirements and assess whether a process already existed. Starting from scratch or building on an existing process, the next steps are to assess the process, standardize it, and then determine the review process for funding. Also on the LSS team's agenda is the charge to increase energy efficiencies – one of the DoD's high-priority performance goals.

"Being able to measure energy consumption and use at the facilities level has challenges. Lean Six Sigma is working to assess opportunities for measuring energy consumption to be able to install energy management and savings processes," said Johnson.

While the official transition of JBSA is scheduled for October 1, the task of realigning the three bases does not end there. Identifying requirements and assessing and implementing processes will be an ongoing mission to achieve a joint enterprise, for both JBSA and future joint base initiatives.

Medical leaders cut ribbon on BAMC pediatric ward



by Sue Campbell, 59th Medical Wing Public Affairs, FORT SAM HOUSTON, Texas - Air Force and Army medical leaders christened the new Brooke Army Medical Center pediatric ward and intensive care unit during a ribbon-cutting ceremony Sept. 21.

Staffed primarily by Air

Force personnel, the majority of Wilford Hall Medical Center inpatient pediatric services moved to BAMC in April as part of the Base Realignment and Closure process. BRAC law directs that all WHMC inpatient functions will relocate to Fort Sam Houston by Sept. 15, 2011. This will create the jointly-staffed and jointly-

led San Antonio Military Medical Center, or SAMMC. As another major platform of the new San Antonio Military Health System, WHMC will convert to a large, jointly-staffed and jointly-led ambulatory surgical center.

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Medical leaders cut ribbon on BAMC pediatric ward



Col. Ronald Prauner, chief of the Department of Pediatrics at Brooke Army Medical Center (left), and Col. Mary Pelszynski, chairman of the Department of Pediatrics at Wilford Hall Medical Center (right), help 59th Medical Wing Commander Maj. Gen. Tom Travis (second from left) and BAMC Commander Brig. Gen. Joseph Carvalho cut the ribbon Sept. 21 during a ceremony officially recognizing the integrated Air Force and Army pediatric services at BAMC. (U.S. Air Force photo/Sue Campbell)

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Although it took a little time to set up this formal ceremony, the staff haven't missed a beat in providing the highest quality care to their patients since the April move," said Maj. Gen. Tom Travis, 59th Medical Wing commander, who cut the ribbon along with Brig. Gen. Joseph Carvalho, BAMC Commander.

"This was the first inpatient service move from Wilford Hall to BAMC," said General Carvalho. "Two organizations, steeped in tradition and strong cultures, came together to

make this happen."

The majority of Wilford Hall pediatric subspecialty clinics also moved to BAMC at the same time.

"The pediatric department had the easiest job and the hardest," said Army Col. Ronald Prauner, chief of the Department of Pediatrics at BAMC. "It was easy in that WHMC and BAMC pediatric residents and staff have been integrated since 1996, with Air Force and Army providers rotating between the two facilities. It was hard in that we had to get BAMC ready to handle

these new services that had never been offered here before."

The moves required years of planning and countless hours of coordination among many people from different disciplines, services and corps.

"This would never have come to fruition without the outstanding collaboration we have experienced over the last several years and the continued teamwork to make this a reality," said Air Force Col. Mary Pelszynski, chairman of the Department of Pediatrics at WHMC.

In addition to the move, a new pediatric subspecialty was established at BAMC, the Pediatric Sedation Unit; a service that had not been provided at either facility before.

"The Pediatric Sedation Unit streamlines care for pediatric patients who need sedation for different types of procedures," said Colonel Pelszynski. "This new service is important for our patients as it raises the level of care provided and keeps their continuity of care in the hospital where their specialists practice."

"Moving pediatrics first was the right decision and it's gone very well. Everyone can now follow their lead," said General Travis. "We are working together and setting the example of how to conduct the joint integration of the two hospitals. I am very proud of all the personnel who have moved over. They are setting a great example by doing a terrific job. There's much more to come."

New massive dining facility opens at Fort Sam

by LCDR Mitch Seal, Medical Education and Training Campus

Shortly before sunrise Oct. 1, Rear Admiral Bob Kiser celebrated the opening of the new Dining Facility (DFAC) aboard Joint Base San Antonio. The Admiral hosted nearly 100 METC students and staff at what he coined the "Inaugural METC Joint Breakfast Club!" Admiral Kiser enthusiastically added "This is the first of many fine meals the METC as well as all other Joint Base San Antonio

personnel and visitors will enjoy in this amazing dining facility". Attendees represented the METC and her Service Components: 882nd Training Wing, 32nd Medical Brigade, and the Navy Medicine Training Command.

Hungry Airmen, Sailors, Soldiers, and Civilians all enjoyed a robust variety of excellent, hot and cold breakfast food options: Eggs, bacon, sausage, biscuits and gravy, pancakes, French toast, cereals, fresh fruits, milk, juice,

coffee, toast, pastries and anything else one could imagine for breakfast. Admiral Kiser noted "The food was second only to the service. Our students and staff are now able to enjoy a world-class breakfast before getting a world-class education on a world-class campus here at Joint Base San Antonio. It's truly unprecedented."

(photos below courtesy 502nd ABW Public Affairs)



BRAC "VIEWS FROM THE TOP"

The San Antonio Joint Program Office (SAJPO) features BRAC "Views From the Top." Each month, we highlight a key BRAC leader in San Antonio and bring you their comments.

In this edition, we feature Mr. Heath Drader, who directs activities at the Headquarters, Air Education and Training Command BRAC Program Management Office at Randolph Air Force Base, San Antonio, Texas.

Q1. What is your role in the San Antonio BRAC process?

Actually, I wear 3 hats. First and foremost, I direct the activities of the Headquarters, Air Education and Training Command, Base Realignment and Closure (BRAC) Program Management Office (HQ AETC BRAC PMO). The HQ AETC BRAC PMO is responsible for the overall planning, programming, budget and execution of a \$1.5 billion BRAC program portfolio for HQ AETC encompassing 76 MILCON projects and associated O&M tails across 12 AETC, three Army and one Navy installation. Secondly, I'm the Senior Program Manager (PM) for the Medical Education and Training Campus (METC) and Joint Base San Antonio (JBSA) BRAC projects overseeing the integration and execution of these programs and their associated projects. Lastly, as the HQ AETC BRAC PMO is matrixed to the San Antonio Joint Program Office (SAJPO), I perform oversight duties in that organization and represent SAJPO in the absence of the Deputy Director.

Q2. What do you believe is the intended BRAC vision for San Antonio?

It was clear from the BRAC Commission deliberations and the work done by the Service specific and Cross-Service Groups, there is a four-fold vision for installations in San Antonio. First, realign Army missions to Fort Sam Houston and AF missions from Brooks

City-Base to achieve better military value and save cost to the tax payer. Second, combine the inpatient medical clinical care provided at Brooke Army Medical Center (BAMC) and Wilford Hall Medical Center to provide for all in-patient care to be provided at BAMC and for WHMC to become a super-sized collection of out-patient clinics which also provide out-patient ambulatory surgical services. Third, that all base operating support provided to the installations remaining in San Antonio (same geographic location) would draw from common standards of performance and delivery of support services making it less costly to operate the three installations. Finally, and I believe the most exciting was to combine at one location; on Fort Sam Houston, the synergy between wounded warrior clinical care, battlefield health and trauma research (including the Tri-Service Labs) and enlisted medical education and training. This combination provides for a holistic approach to assessment of the injuries that are treated at BAMC (which includes the Burn Center and Center for the Intrepid), research conducted to address both delivery of care on the battle field; as well as better ways to address trauma in the hospital setting and then how all this translates to the classroom to train our medical specialist on the most up-to-date procedures.

Q3. In your position, you've been behind the scenes on nearly every major BRAC project making sure things

get done when they're supposed to. What have been some of the challenges you've faced during the process?

There are numerous challenges typical with projects of this magnitude; scheduling of massive activities and movements, unforeseen conditions, etc. but, the most challenging and also most interesting aspect of this BRAC round is working with the Army and Navy in merging diverse organizations and service practices into one cross-service mission; such is the case with METC, JBSA and missions we are placing at Fort Lee, VA, Fort Jackson, SC and Naval Air Station Pensacola, FL. Past BRAC rounds primarily focused on installation closures and movement of units to their own service installations. This BRAC round has many instances where we are merging missions via collocation or consolidation from two or more services into a synergy of training at one location. Therefore, this BRAC round had many beddowns which became "transformational" to a new mission and brought a new host of challenges to overcome.

Q4. Many people may not know about the financial end of BRAC and how you've had to make sure the required funds go to each project. Can you talk about that process?

Speaking only for the Air Force process although the Army and Navy have similar



processes. The BRAC cost baseline started in May 2005 when Air Force notified Major Commands (MAJCOMs) of the proposed BRAC actions so MAJCOM BRAC Offices could form teams to start Site Surveys at installations affected by BRAC recommendations. Out of the Site Surveys, MAJCOMs were able to calculate the projected cost to accomplish the recommendations. Such as costs for construction, communication and information technology infrastructure, furnishings and equipment and other miscellaneous costs for contracts, studies, assessments, etc. These costs were then loaded into an Air Force BRAC Management System data base to account for proposed expenditures by line-item. This system contains thousands of individual cost line-items all broken down by specific BRAC project, type of cost and year needed. In November 2005, these costs were briefed by program to the Air Force and Office of the Secretary of Defense-level BRAC Program Offices and Executive Steering Groups who either approved the program, projects and costs or requested further refinement. Once approved, MAJCOM BRAC offices then pull funds from a central Air Force BRAC fund when needed to apply to the accomplishment of the BRAC recommendations. Along the way, MAJCOM BRAC Offices request adjustments to costs as needed and seek approval **(continued next page)**

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Mr. Heath Drader, director of activities at the Headquarters, Air Education and Training Command BRAC Program Management Office at Randolph Air Force Base, San Antonio, Texas. (continued)

from the Air Force BRAC Office to establish that item as a new baseline cost.

Q5. Building 171, a huge renovation project, has taken a lot of effort to manage. Can you describe what it took to get that building ready for occupants and do you believe going back into the building will save the Defense Department money in the long run?

Building 171 at the Port of San Antonio (PSA - old Kelly AFB) is a 452,000 gross square foot facility that the Air Force procured from PSA in trade for other properties held by the Air Force when Kelly closed in the last BRAC round. Think of it as a fair trade for properties of like value. When fully renovated by end of July 2011 this facility will house 12 separate Air Force Forward Operating Agencies; 24th Air Force, Air Force Center for Engineering and the Environment, Air Force Services Agency, two Medical agencies to name a few. The project was started in 2008 and the renovation work was essentially divided into 8 areas corresponding to the 8 large bays within this facility. As sections of the facility were completed, missions moved into the facility as renovations continued in other portions of the facility. As one may imagine, the orchestration of an ongoing construction site while continuously populating the facility with active missions is extremely challenging. By utilizing this facility, the Air Force saved missions of BRAC and non-BRAC dollars by not having to build a new

facility to house approximately 3,000 personnel and also saved several million dollars a year in recurring lease costs for those agencies that were in lease space in the San Antonio area that have realigned to Building 171.

Q6. Obviously, the team of people in your office has played a role in the success of BRAC implementation. How have they helped you do your job?

In 2005 we instinctively knew that the magnitude of tasks required to successfully complete all recommendations assigned to AETC and the San Antonio area by the 2005 BRAC round would require the establishment of a Program Management Structure. To do this we followed the industry standard of standing up a primary Program Management Office with strategic oversight and project integration over all proposed programs/projects and implemented on-site Program Support Offices for daily execution. These offices also included our critical partners in the U.S. Army Corp of Engineers, Air Force Center for Engineering and the Environment and Navy Facilities Command who govern all aspects of the construction work. We then populated these offices with the best contractor personnel we could find and topped them off with the best active duty and government civilians the Air Force, Army and Navy could afford to lend us. This team is comprised of hundreds of people who daily see to the execution of the BRAC programs

and in some cases non-BRAC projects as well. After every closure of a BRAC action/program and BRAC round we do a "lesson learned" drill. I consider the creation of our industry standard Program Management Structure to be one of the biggest success stories in this BRAC round and we strongly recommend it become the standard approach for future BRAC or large recapitalization projects in the future. Good Team!

Q7. Are you concerned about any projects not finishing by the BRAC deadline?

Again, speaking only for Air Force controlled projects or those cross-Service in the San Antonio area... not at all. By 15 September 2011; the BRAC deadline, we will have fully met the intent of BRAC which is to have all BRAC construction projects underway and units/missions at closing or realigning installations off the losing installation and mission start-up at gaining installations. There may be instances where we are still completing a facility project at the gaining installation due to unforeseeable delay in construction but, the mission will be there and operational in swing space or some other work around awaiting the new facility to complete.

Q8. What is it like for you to see these projects nearing completion after these past 5 years of hard work?

Every PM; at any level or in any discipline, takes great



pride in seeing real brick and mortar facilities, infrastructure in place and operational, people moving in and students or other missions start training or conducting business. It's a great feeling to be part of a larger team whose sole goal is to make the transition to new installations, new facilities and in some cases new missions as seamless and efficient as possible. As each project closes I feel both remorse that it's at an end but, quickly take pride in a job well done as I move to other challenges. The goal and primary question will always be... is the customer or end user of the facility or project satisfied? If, you can answer "Yes" to that question, you and your team have been a success. My sincere hope is that every project we touched we can say... the customer is satisfied with what we provided.

As a military officer, Mr Drader served at all echelons of Air Force including the Pentagon and at stateside, overseas and remote Southwest Asia joint assignments. Mr Drader twice commanded wing-level squadrons and was deputy commander of Air Combat Command's largest and most diverse mission support group. As Chief, HQ AETC BRAC PMO, Mr Drader leads overall organization and program planning, programming, budget formulation and execution of a \$1.5 AETC BRAC program portfolio for HQ AETC.



Last Month in BRAC News

BRAC NEWS STORIES POSTED ON THE SAJPO PORTAL

- 09.28.2010 -- Construction field down from 2009 - SA Express News
- 09.28.2010 -- Port S.A. honored for development plans - SA Express News
- 09.21.2010 -- San Antonio's East Side being targeted for neighborhood revitalization - SA Business Journal
- 09.17.2010 -- Date set for USAF exit from Brooks - WOAI
- 09.17.2010 -- Satterfield & Pontikes earns two awards for San Antonio projects - SA Business Journal
- 09.16.2010 -- Work on schedule for BRAC additions to Fort Sam Houston medical campus - KENS5
- 09.16.2010 -- Animal rescue group raises concerns over city-run kennels at Brooks City Base - WOAI
- 09.15.2010 -- Fort Sam growth will create largest medical training campus - KENS5
- 09.15.2010 -- BAMC to offer valet parking, hot meals to patients and staff - KENS5
- 09.15.2010 -- BRAC on track - SA Express News
- 09.14.2010 -- Port San Antonio CEO tapped for industry role - SA Business Journal
- 09.14.2010 -- The most recession-proof city in America - The Atlantic
- 09.11.2010 -- Military families face harsh realities when forced to relocate - Daily Finance
- 09.10.2010 -- Wright-Patt extends research deal with UC - Dayton Business Journal
- 09.09.2010 -- Va. lawmakers urge Obama to stop military closing - Washington Wire
- 09.09.2010 -- Fort Sam Houston training the military's physician assistants - SA Communities
- 09.09.2010 -- Rep thanked for Port SA funding - SA Communities
- 09.08.2010 -- Port San Antonio secures federal job-training funds - SA Business Journal
- 09.02.2010 -- Second half of 2010 bodes well for San Antonio's apartment market - SA Business Journal
- 09.01.2010 -- Kelly Aviation training program called potential lifesaver - SA Express News

Upcoming Events

Event	POC	Date
Military Transformation Task Force Meeting	James Henderson	10/15/2010
San Antonio Community - Military Council Meeting	Col Mona Vollmer	10/27/2010
Executive Integration Oversight Board - Medical	Ron Rogers	10/29/2010
Celebrate America's Military (CAM)	Mark Frye	1-11 Nov.



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